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SUMMARY RECORD OF THE 21st MEETING

Chairman: Mr. DINU (Romania)

Chairman of the Advisory Committee on Administrative and Budgetary Questions: Mr. MSELLE

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The meeting was called to order at 10.15 a.m.

AGENDA ITEM 112: PERSONNEL QUESTIONS (continued) (A/46/326 and Corr.1 and Add.1, A/47/140 and Add.1, A/47/168 and Add.1, A/47/416, A/47/508; A/C.5/46/2, A/C.5/46/7,A/C.5/46/9, A/C.5/46/13, A/C.5/46/16, A/C.5/47/5, A/C.5/47/6, A/C.5/47/9, A/C.5/47/14 and A/C.5/47/20)

1. Mr. GODYMA (Ukraine), welcoming improvements in the presentation of the Secretary-General's traditional report on the composition of the Secretariat, said that it would be helpful to know why it had not yet been possible fully to implement the General Assembly's instructions concerning the adequate representation of Member States in posts subject to geographical distribution. While an attempt had been made to explain some of the reasons in paragraph 17 of document A/47/416, a fuller picture should be provided, using a broader statistical base. On a related matter, his delegation was concerned that, following the break-up of the former Soviet Union, the list of underpresented States had been significantly lengthened.

2. His delegation welcomed the initiation of reforms in response to the changing tasks entrusted to the Secretariat. Restructuring should ensure a supply of new blood to the administrative apparatus, a radical system-wide reorganization of human resources management and the wise utilization of expertise acquired over the course of many years. The paramount consideration in the employment of staff should continue to be the principles expressed in Article 101, paragraph 3, of the Charter, as further developed in, inter alia, General Assembly resolution 45/239. Noting the affirmation in that resolution that secondment was not in conflict with Articles 100 and 101 of the Charter, his country felt that the continued secondment of staff would be beneficial, particularly since, in the current transitional period for Ukraine, his Government could draw usefully on the experience acquired by its nationals in the course of their United Nations service. It was in the interest of both continuity and dynamic change that practical effect should be given to the recommendation of the Group of High-level Intergovernmental Experts to Review the Efficiency of the Administrative and Financial Functioning of the United Nations that an even balance should be maintained between permanent and fixed-term appointments.

3. Supporting as it did the provision of greater opportunities for both internal and external candidates to demonstrate their competence through healthy competition, while observing the legitimate interests of Member States, his delegation welcomed the report of the Secretary-General concerning competitive examinations at the P-3 level and expressed its support for the holding of such examinations to fill posts at the P-2 and P-3 levels. It had also read with interest the Secretary-General's report on the improvement of the status of women in the Secretariat and endorsed the Secretariat's efforts to achieve the objectives set out in General Assembly resolutions 45/125, 45/239 C and 46/100. More attention, however, should be devoted to redressing the imbalance in the distribution of women by region of origin, without in any way lowering professional standards.

(Mr. Godyma, Ukraine)

4. Turning to annex II of document A/47/416, his delegation found it somewhat artificial that a number of Central Asian States should have been listed as belonging to Eastern Europe

5. His country was extremely concerned for the security of United Nations staff. Members of the Ukrainian contingent serving in Yugoslavia had already sustained several casualties, and he believed that the United Nations and the States concerned should take every possible measure to ensure the safety of peace-keeping forces.

6. In conclusion, his delegation shared the Secretary-General's views on streamlining the Secretariat, as expressed in his annual report on the work of the Organization (A/47/1, para. 23), and believed that the success of his reforms would depend on a rationalization of personnel policies and practices, with due regard for the views and suggestions of Member States, as well as the optimum utilization of current staff members and the attraction of new recruits.

7. Mr. BUTLER (Australia), speaking on behalf of Canada, New Zealand and Australia, said that it was a matter of ongoing concern to the three delegations that the Secretariat selected its Professional staff largely from just one half of the qualified workforce - the half comprised of men. That practice was in clear violation of the Charter, not only because it ran counter to the principle of the equal rights for men and women, but also because it endangered the high standards of efficiency, competence and integrity in the employment of staff required by Article 101. It was obvious from the Secretary-General's latest report on the subject (A/47/508) that women were not being recruited or promoted in large enough numbers to meet the General Assembly targets for women occupying Professional posts. The so-called "glass ceiling" remained at the P-4 level. The three delegations were therefore pleased to see in the report an action programme that set annual departmental targets for the number of women in Professional posts and held managers personally accountable for the results. However, there was a need to go further. The action programme would be significantly improved by the establishment of an equal employment opportunity unit capable of exerting authority over personnel procedures and actions throughout the United Nations system with respect to all posts, not just the relatively small group targeted by the General Assembly. In order to act effectively, the unit should be outside the Office of Human Resources Management and should report directly to the Secretary-General.

8. Since improved methods for assessing the performance of managers were critical for the success of the action programme, the three delegations were pleased to note in the Secretary-General's report on career development (A/C.5/47/6) that efforts were under way to review the current performance evaluation system. However, they had difficulty with the idea of emphasizing external recruitment at the P-2 or P-3 level and keeping recruitment at the higher levels to a minimum, which would have the effect of slowing the recruitment of women into higher-level posts. They also took issue with the

(Mr. Butler, Australia)

assertion that the current promotion policy demonstrated recognition for the contribution of staff to the goals of the Organization, as it clearly did not in the case of women.

9. It was also a matter of great concern that the action programme was designed to meet only the General Assembly's targets for women in posts at the P-3 through D-1 levels. Over the past year, the number of women in posts at the D-1 level and above had risen by only five, while there were no women at the under-secretary-general level and only one at the assistant secretary-general level. In order to meet the goals set by the General Assembly, the Secretary needed to have not 5, but 50 more women at the higher levels by 1995.

10. Member States needed to do more to enhance the status of women in the Secretariat by identifying larger numbers of women for senior policy-level and decision-making posts, and the three delegations therefore supported the Secretary-General's proposal to maintain rosters of women outside the United Nations system who might fill posts at those levels. However, without a visible commitment on the part of the Secretary-General and the Under-Secretary-General for Administration and Management, it would be impossible to make significant progress in improving the status of women at any level of the Secretariat. They were therefore heartened by the position taken by the Secretary-General in his annual report on the work of the Organization (A/47/1) and by the Under-Secretary-General in his opening address to the Committee. However, in working towards the goals set by the General Assembly, it was important to remember that those goals were simply milestones on the road to achieving true parity in employment for women.

11. Mr. AL-ARIMI (Oman) said that, as the Organization was entrusted with new mandates, all must cooperate to ensure that it discharged its functions in the most effective manner. In that context, efforts should be made to ensure the recruitment of nationals from unrepresented and underrepresented States, and particularly from developing countries, to high-level and policy-formulating posts, in accordance with the provisions of General Assembly resolution 45/239 A. His country's share of posts subject to geographical distribution had remained the same for the past 10 years, despite a 25 per cent increase in its population and a 50 per cent increase in its assessed contribution. Its position should be reviewed and corrected in light of those changes.

12. Document A/47/416 showed that the number of posts subject to geographical distribution constituted a very small proportion of the total, while the number of overrepresented States continued to climb and the representation of developing countries in high-level and policy-formulating posts was unsatisfactory. His delegation called for an acceptable balance in the representation of Member States at all levels, in accordance with the purposes and principles of the Charter and related General Assembly resolutions. Measures should also be taken to prevent high-level posts becoming the exclusive reserve of any Member State or group of States, as well as to ensure that the subject-matter of competitive examinations took due account of the cultural differences between candidates from different regions.

(Mr. Al-Arimi, Oman)

13. Welcoming the progress made in improving the status of women, his delegation looked forward to further steps in that regard, particularly in filling high-level posts, without any prejudice to the principle of equitable geographical distribution. It also endorsed the provisions on secondment contained in section II of General Assembly resolution 45/239 A, provided that due account was taken of the legitimate interests of the Organization, the Member States concerned and the individuals appointed on that basis.

14. The process of restructuring at the United Nations deserved strong support, as did the development of skills through appropriate training and the provision of incentives. Only in that way could the Organization respond effectively to its new peace-keeping and peacemaking challenges, retain its current level of expertise and attract new recruits.

15. His delegation deplored all violations of the privileges and immunities of United Nations officials, which seriously affected the Organization's ability to discharge its functions in the proper manner and called on Member States to afford protection to United Nations officials in accordance with Article 105 of the Charter. Finally, it welcomed the Secretary-General's guidelines for the prevention of sexual harassment and hoped that prompt and decisive action would be taken in response to any instances of such behaviour.

16. Mr. MAYCOCK (Barbados), speaking on behalf of the Caribbean Community, said that the countries of the Community could think of no justification for downgrading the post of head of human resources management from the level of Assistant Secretary-General to D-2, especially at a time when so much emphasis was being placed on the need to improve the efficiency of the staff. While reasonable in themselves, the proposals for career development and training contained in documents A/C.5/47/6 and A/C.5/47/9 would be worthy of more serious consideration if the status of the Office of Human Resources Management were not in doubt.

17. The delegations of the Caribbean Community countries had no difficulty with restructuring or reform per se. However, it should be based on planning and analysis, and Member States and staff should be given some evidence that such was indeed the case. It appeared that the Member States would be faced with the second phase of the restructuring process even before the report requested in General Assembly resolution 46/232 had been submitted for consideration. They had hoped that the first phase, which had nullified so many General Assembly resolutions, would have at least been clarified before the second phase was proposed, and that the second and any subsequent phases would have been submitted for consideration by Member States before implementation. Many delegations seemed convinced that the seemingly arbitrary decisions taken would lead to greater efficiency, but delegations without the benefit of private briefings had to rely entirely on their powers of observation. What they saw was alarming. It seemed to them that the expected gains in efficiency would prove to be illusory. Staff morale was low, and he suggested that a careful look should be taken at the extra hours put in by staff in areas affected by staff reductions and the recruitment

(Mr. Maycock, Barbados)

freeze. The delegations of the Caribbean Community countries would also be grateful for a report on the recruitment of temporary staff and consultants since February 1992.

18. According to the Secretary-General's report on the composition of the Secretariat (A/47/416), one third of the Caribbean countries were underrepresented, with four well below the mid-point of their desirable ranges. While three others were overrepresented, that was primarily due to the success of their nationals in the G to P examination process. The Caribbean subregion was now completely unrepresented at the assistant secretary-general and under-secretary-general levels, and four nationals of Caribbean countries at the D-2 level were slated to retire by 1993. However, all that was not immediately apparent from the Secretary-General's statistics, since the Caribbean countries were misleadingly grouped with the United States and Canada.

19. With respect to the G to P examination, he said that it had proved over the years to be very worth while. However, successful candidates were being placed under undue stress by the requirement of retaking the examination if they were not placed within the year. Perhaps the period of eligibility could be extend to, say, three years or so.

20. The delegations of the Caribbean Community countries were pleased to note the improvements achieved in the area of recruitment of women and welcomed the action programme to enhance the participation of women in the Secretariat. They hoped that equal zeal would be shown in attempting to eliminate the underrepresentation and non-representation of developing countries and continued to believe that comprehensive recruitment practices would solve problems in all of those areas. They noted the issue of guidelines for promoting equal treatment of men and women and of procedures for dealing with sexual harassment and hoped that those instructions, together with the efforts being made to improve the administration of justice, would contribute to greater harmony.

21. Mr. TANG Guangting (China) noted that, according to the report of the Secretary-General on the composition of the Secretariat (A/47/416), the number of underrepresented countries had declined while the number of unrepresented countries had increased. However, that increase was understandable in view of the admission of new Member States. It was less understandable that the number of overrepresented States had risen each year since 1989. The Secretariat should strive to recruit from unrepresented or underrepresented Member States or from those which, while within the desirable range, were below the mid-point.

22. He commended the efforts of the Secretary-General to increase the number of women in posts subject to geographical distribution, particularly in senior policy-level and decision-making posts, in accordance with General Assembly resolution 45/239 C. Provided that the Secretariat implemented the measures contained in the action programme and received the cooperation of the Member States, it was sure to meet the General Assembly targets.

(Mr. Tang Guangting, China)

23. Turning to the subject of desirable ranges, he said that it was regrettable that consensus had not been reached on the proposals put forward at the forty-sixth session of the General Assembly by a group of countries on alternative options and the weight that should be given to the determining factors of membership, contribution and population. He hoped that the difficulties experienced could be overcome during the current session.

24. A comprehensive career plan such as the one described in document A/C.5/47/6 would improve staff morale and productivity, which would, in turn, enhance the overall effectiveness of the Organization, and he hoped that the plan would be implemented effectively. With regard to the Secretary-General's report on secondment from government service (A/C.5/46/9), he recalled that General Assembly resolution 45/239 had recognized the existence of inherent differences in the secondment of staff from government service to the United Nations and secondment between agencies of the United Nations common system. It was logical therefore that there should also be differences in the regulations governing the two types of secondment. Secondment from government service should follow the principle of agreement among the three parties: the United Nations, the seconding Government and the seconded official. His delegation could not accept the prevailing view that after a certain period of time one of the parties no longer had any say in the matter. On the same subject, the report on secondment suggested that, in the light of the increase in the membership of the Organization and the provisions of resolution 37/126 under which career appointments could be offered to seconded staff, the General Assembly might wish to consider eliminating the exception that had been made for secondment, in resolution 37/210, to the principle that no post should be the exclusive preserve of any Member State. The Chinese delegation wished to reiterate its opposition to such a step which, in its view, would seriously undermine the principle of equitable geographical distribution.

25. Over 1,000 staff members had been reassigned to peace-keeping operations in recent years, leaving fewer Secretariat staff at headquarters duty stations. In view of the ever-increasing workload, his delegation thought that the reassigned staff members should be replaced and that the time had come to consider ending the current recruitment freeze.

26. The SECRETARY-GENERAL said that it was with a keen sense of the responsibilities incumbent upon him that he was addressing the Fifth Committee. He had come before the Committee to speak about the heart and soul of the United Nations, namely, the men and women of all origins who had entered its service.

27. Before going into the substance of his topic, he wished first to pay a heartfelt tribute to the staff of the United Nations wherever they might be serving. He was well aware that in many cases they were working in conditions of hardship and even physical danger. The women and men in the field, those assigned to the different United Nations offices around the world or those serving at Headquarters in New York were all part of a civil service which was not only competent but also dedicated and dynamic. To the contemporary world

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which was faced with so many challenges, they represented a true source of wealth and perhaps its greatest asset. Everyone knew how conscious he was of the magnitude of their responsibilities, which was at the same time the measure of their worth.

28. The merits of the staff were all the greater in that the task of the world Organization, owing precisely to its universal character, was anything but simple. And that task was constantly growing in complexity in the present times. It would become even more complex in the years ahead.

29. Having said that, it had to be admitted that, under the pressure of circumstances, the Organization had been operating in slow motion; routine had set in. A breath of fresh air was needed to restore lost enthusiasm. The current upheavals in the international scene provided an auspicious opportunity, one which future generations would reproach the Secretariat and Member States for missing. The United Nations was now vital to the building of peace throughout the world. Demands were being made on the Organization from many quarters. And by the force of events, a new dynamic was emerging which required a new spirit within the Secretariat and in the ordinary activities of all its staff.

30. He had spoken of the sweeping changes on the international scene as the century drew to a close. Those changes had resulted in increased and unprecedented demands on the Organization. On the one hand, the Organization was faced with problems as never before; on the other, it had unprecedented opportunities for resolving those problems. That was why he had said that the Organization's task, already difficult enough in the past, had become even harder. There were other reasons apart from that main reason. One stemmed from the growing complexity of the contemporary world, which directly affected the United Nations system through its various agencies and rendered all the more complicated the vital task of coordination. The other stemmed from the collapse of old ways of thinking, as the world had become a place in which no longer were there any ready-made explanations. That also complicated the Organization's mission because the imagination was constantly beset by challenges. To the physical and functional mobility which so often ruled the careers of Secretariat staff had been added a kind of "intellectual mobility", which was not likely to make their work any easier.

31. Without wanting to dwell at length on the difficulties of the situation, he said that there was another problem which needed to be mentioned, namely, the growing difficulty which the Organization continued to experience in making ends meet. For a long time the growth in the Organization's resources had failed to keep pace with the expansion in its activities. Perennial shortfalls, the continual lack of reserves and constant uncertainty were the daily lot of those responsible for managing the Organization's finances. That was not a new problem, but it had become a chronic one. Soon it would be critical. What was more, voluntary contributions for development and humanitarian programmes were declining.

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32. In simple terms, unless the Organization was placed on a sounder financial footing, it might not be able to cope with its new responsibilities. Thus once again, on behalf of the United Nations, he solemnly appealed to all Member States to make a commitment to meet their obligations and pay their contributions first in full, and not in instalments, and then on time, i.e., in January and not in December. While those conditions were not sufficient in themselves, they were absolutely necessary.

33. Reorganizing the Secretariat and preparing it for its new and expanded mandates had been high on his list of priorities when he had taken office at the beginning of the year. The need for change had been recognized by Member States and by the majority of the women and men who worked for the Organization. He had felt it his duty to make those tasks absolute imperatives. He had deliberately endeavoured to stress that priority from the very beginning of his term of office. More recently, he had again drawn attention to that imperative in his annual report and in his statement to the Committee for Programme and Coordination. He had also done so a few days earlier when he had addressed the plenary Assembly on the subject of follow-up to the United Nations Conference on Environment and Development. He was not interested in reform for its own sake and believed that there was nothing more pointless than an obsession with organizational charts. His objective was to make the Secretariat, which was truly the nerve centre of the system, an effective instrument so that it would be capable of responding to each and every priority which Member States set for it.

34. There was a need for a more streamlined structure in the Secretariat, with clearer lines of responsibility and a more credible management style. There must be an awareness that the various mandates of the Organization were all part of a greater whole. Every staff member serving with an organization, a programme or a specialized fund had to be linked to all other staff members and had to have a sense of being united with other staff under the authority of the Secretary-General.

35. In the first phase of restructuring, the number of high-level posts had been reduced. As a result, the decision-making process had been made simpler and more direct. When he had addressed the General Assembly earlier that week on the subject of reform in the economic, social and environmental sectors, he had called for a more integrated vision and a better harmonization of the functions of Headquarters and those of the rest of the system. He did not wish to repeat what he had said then on that specific subject, which, in any case, reflected the overall approach he had just outlined for the Committee and was governed by the twin imperatives of logical organization and harmonious decentralization.

36. The aim of the temporary suspension of recruitment to Professional posts which he had introduced at the beginning of the year was to take stock of the human resources at the Organization's disposal. He had wanted to find out what the human resources situation was and to put those resources to optimum use by redeploying them to areas which had become priorities in the light of

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the current international situation. Thus, many of the Organization's staff were now occupying positions of responsibility in the various parts of the world where the United Nations was present through its peacemaking, peace-keeping, humanitarian, economic cooperation and other missions, in Yugoslavia, Cambodia, South Africa, Somalia, El Salvador, Angola, Tajikistan and Belarus, to name only a few.

37. As part of the restructuring process which he had intended to launch from the very beginning of his term of office, the functioning of every part of the Secretariat had been reviewed. The review had taken into account the considerations set out in General Assembly resolution 46/232, with the aim of eliminating duplication and expanding spheres of competence and responsibility. The submission of the programme-budget proposals for the coming biennium would provide an opportunity for a thorough review of the number of posts and the distribution of staff resources among the various sectors of activity. In the meantime, he had undertaken a review of vacancies in the Professional category. Vacancies would be reviewed in an overall context of personnel, financial and management considerations.

38. While maintaining staffing at reasonable levels, he believed that redeployment between the different sectors of activity was an absolute necessity. There was a need for greater flexibility in the Organization's use of its human resources. The proposals before the Committee, as well as the revised estimates for 1992-1993 and the outline of the budget for the next biennium, must be viewed in the light of that imperative. He intended to make specific proposals on that subject in the budget on which the Committee would be taking a decision the following year. The aim of the proposals would be to ensure more efficient use of the posts placed at his disposal by the General Assembly.

39. Structural changes would be successful only if they were accompanied by new ways of thinking and new working methods. Some of those changes were within the purview of the Secretariat. Others could succeed only if Member States showed clear political will, for the integrity and independence of United Nations staff also depended on Member States. The conditions of recruitment must ensure that the United Nations would continue to be able in future to attract and retain men and women from all parts of the world who were highly qualified and deeply dedicated, first and foremost to the noble task entrusted to the Organization. The best traditions of public service must be combined increasingly with modern management practices. That was the duty of the Secretariat and Member States alike.

40. He was committed to taking all possible measures to strengthen the international civil service. He would like that to be his legacy to the Organization.

41. Of all the tangible and intangible resources available to the Organization, nothing matched the worth of its staff. He owed it to Member States to ensure that the Organization made the best selection and the most

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effective utilization of its staff. He owed it equally to the staff to ensure that its service to the Organization was duly recognized, properly supported and developed, and justly rewarded.

42. He trusted that Member States recognized the advantages of a genuinely independent and geographically balanced, international civil service of the highest calibre. He believed that such a Secretariat could provide Member States with the most effective and integrated support.

43. His approach to the international civil service was twofold: to preserve its independence and integrity and to promote the highest standards of efficiency and competence.

44. Article 100 of the Charter clearly specified that the Secretary-General and the staff were "international officials responsible only to the Organization". Thus the term "international civil service" stood for a professional body of women and men, devoted to the service of the human community. In accordance with Article 100, each Member of the United Nations undertook "to respect the exclusively international character of the responsibilities of the Secretary-General and the staff and not to seek to influence them in the discharge of their responsibilities".

45. An important component of his concept of an independent international civil service was a clear differentiation between political and career appointments. Political appointments at the under-secretary-general and assistant secretary-general levels should, by definition, be of a limited duration. As a rule, they should not extend beyond the term of office of the Secretary-General or the head of programme who made the initial appointment. They might be of shorter duration if changing circumstances so required. Career staff who chose to take up such appointments would automatically forfeit their permanent contractual status. In other words, it would not be possible to move between the two categories and retain the advantages of both.

46. As part of his effort to reduce departmental fragmentation and enhance managerial responsibility at the director level, he intended to continue decreasing the number of assistant secretary-general posts throughout the United Nations. That was relevant to his restructuring of the Department of Administration and Management, where it was essential to introduce an integrated approach to all the interrelated managerial issues, coordinated by the head of the Department.

47. A career international civil service should be based on competitive recruitment at the junior Professional levels and a transparent career development process in which the majority of posts were filled from within. Rigour in granting and reviewing permanent appointments was an integral part of that concept.

48. He envisaged a structure where a young person might enter the Organization, serve in different posts at Headquarters or other duty stations,

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participate in field missions and undergo periodic training in connection with new assignments. The best of those international civil servants might aspire to the most senior levels in the career structure. For selected high-level managerial responsibilities, he was currently studying the possibility of introducing a career-level equivalent to the assistant secretary-general level.

49. A genuinely independent service also required an end to the practice of national subsidies paid to some staff members. That practice was unethical. It raised questions of conflict of interest which could not be ignored. It also masked the real need to rectify compensation levels. He had placed on record his belief that such subsidies were totally unacceptable. He asked the Committee to help him eliminate them. The highest standards of integrity should not be compromised, even by implication.

50. He would demand that the highest possible standards of conduct be upheld at all times. In particular, he would not tolerate senior officials lobbying Governments to protect or promote vested interests.

51. The second pillar of a strong international civil service was the need for the highest standards of efficiency and competence. He intended to put in place a modern personnel management system and to work for competitive terms and conditions of service. The quality and motivation of the staff would, in the final analysis, determine the Organization's success in meeting the new challenges ahead.

52. He was gratified by the response of the staff to the new and added duties placed on them in the course of the past year. The number of staff members on peace-keeping missions was unprecedented. Currently, some 600 Professional staff and more than 1,000 General Service staff were assigned to such missions. Many were entering totally new fields, frequently without the support of established structures, and often in difficult conditions. Many had been compelled to leave their families behind for long periods. Others had moved into new functions at Headquarters with expanded responsibilities. Their dedication and versatility had been impressive. But that could not be sustained in the long term without fundamental changes in the current outmoded system of personnel management.

53. Everyone understood the nature of the issues. Sufficient studies and proposals were on the table. He had noted the significant progress made in the Staff-Management Coordination Committee on many of those matters. He expressed his appreciation to those Member States which had contributed to studies on career development and to those which had offered further assistance. It was now time for action.

54. The rapid implementation of a comprehensive career development system was essential. The basic elements of such a system were clear. He had already referred to some of them. They included primary emphasis on competitive recruitment at country level; limiting to a minimum external recruitment at

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levels above P-3; the improvement of the status of women in the Organization, especially in its higher echelons; an improved performance appraisal system which took into account the ability of staff to adapt to new challenges; a transparent promotion system which would reward staff for competence, creativity, versatility and, increasingly, mobility; strong emphasis on an expanded training programme; and measures to ensure that staff at all levels were held accountable for their performance and professional conduct.

55. He expected the restructured Department of Administration and Management to put that programme into effect rapidly. He was requesting specific proposals, accompanied by a timetable, with a view to putting all elements in place as soon as possible. There was a need for a new attitude towards personnel management reflected in a positive service orientation and simplified procedures.

56. He attached particular priority to training. Training was crucial to enhance the quality of management in the Secretariat and to provide staff with operational skills needed for field service. There was a strong link between effective leadership and management and high staff morale, productivity and career satisfaction. The United Nations was currently devoting only 0.27 per cent of its staff costs to training. He would propose a significantly increased allocation of resources to that activity in the next budget. He asked the Committee to support that essential element of a comprehensive personnel policy. In the context of overall financial restraint, training should be seen as a critical investment for the future success of the institution.

57. Finally, he reiterated that a comprehensive personnel policy must provide equality of opportunity. All qualified staff should be able to make full use of their skills in the service of the Organization. It was a cause for pride that the Charter stated explicitly that "the United Nations shall place no restrictions on the eligibility of men and women to participate in any capacity and under conditions of equality in its principal and subsidiary organs".

58. It was not a cause for pride, however, that, with respect to women, the facts revealed a reality far less than ideal. It might well be that the most far-reaching revolution among the vast social transformations of the current age was the large-scale emergence of women in all professions, including public and governmental affairs. It was evident that efforts to improve the status of women in the Secretariat in recent years had not reached anticipated levels. That was not only a matter of equity. The world could no longer afford to deprive its public life of the talents of half of all humanity. There were, of course, complicated issues involved. Entry-level recruitment had shown excellent results, but could not remedy the shortage of women in managerial posts or of female candidates at the political level. For his part, he intended to do all he could to bring the balance in policy-level positions as close to 50-50 as possible by the fiftieth anniversary of the United Nations.

(The Secretary-General)

59. Competitive conditions of service were central to maintaining a Secretariat with the highest standards of efficiency and competence. He drew attention to the statement before the Committee by the Administrative Committee on Coordination (ACC) - a body to which he attached the greatest importance. In October he had met with his colleagues in ACC and discussed ways in which the common system could best implement the increasingly diverse and complex mandates now entrusted to United Nations organizations and agencies. There had been a consensus. The pace and extent of the new demands represented a challenge to which all were rising to the best of their ability. But those demands were straining the human and financial resources of the Organization to the limit. Many organizations found it difficult to recruit or retain qualified staff at current levels of salaries and allowances. In that connection, he noted that other international employers such as the World Bank and the International Monetary Fund offered much more attractive remuneration levels.

60. In its statement to the General Assembly, ACC had emphasized that the conditions of the Professional and higher categories were not competitive and that action was needed immediately. He was convinced that that was the case.

61. He also shared the staff's concern that conditions of service for staff in the General Service should not deteriorate. He wished to draw attention to those issues as a matter of urgency. He asked the Committee to support the carefully considered proposals of the executive heads of the system. Decisions on those issues were linked to the creation of a strong, independent international civil service.

62. The security and safety of United Nations personnel were of the greatest concern to him. When United Nations staff were deployed in conditions of strife, whether for preventive diplomacy, peacemaking, peace-keeping, peace-building, or humanitarian purposes, their safety must be a foremost consideration. The men and women concerned deserved to be respected and rewarded for the hazards they endured. He would do his utmost to ensure that those dedicated staff members were not exposed to unnecessary risks, and he would continue to consult with the staff regularly on security and safety matters.

63. The staff also deserved every measure of security that Member States could muster. Three important considerations should be recognized in that regard. First, some staff had been illegally intimidated, abused or detained. Member States should respect and strictly enforce the international legal instruments and undertakings which were meant to protect United Nations staff in the performance of their functions. Second, Member States should be prudent and responsible when calling for increased United Nations involvement. He could not in good conscience, or in fulfilment of the trust placed in him, permit staff to take on responsibilities which outran the resources made available to enable the task to be done within a context of acceptable security. Third, he had recommended that the Security Council should gravely consider what action should be taken towards those who put

(The Secretary-General)

United Nations personnel in danger or caused their death - including collective measures agreed in advance to come into effect should the purpose and personnel of a United Nations mission systematically be endangered and hostilities occur. By law, by prudence and by deterrence, it was possible to improve significantly the safety and security of United Nations personnel.

64. As Secretary-General and, as the chief administrative officer of the Organization, there were standards which he imposed upon himself in addition to the goals he had outlined. They might be termed delegation, consultation and accountability.

65. His management policy had been, and would continue to be, to delegate. He expected managers to manage and all staff to work creatively, constructively and with a commitment to disciplined achievement. He hoped to see a shared sense of participation and responsibility up and down the line. In close connection to that must be a new sense of the integral character of the many dimensions of the United Nations role. Economic, social, humanitarian, developmental and environmental functions must be on a par with the Organization's more traditional focus on issues of international peace and security. The task of creating a better world had no separate or secondary aspects. On all those issues, he attached high importance to exchanges of views with Member States and, on matters within the Secretariat, with the staff-management consultative mechanisms.

66. There were great things to be done as the United Nations approached its fiftieth anniversary. Restructuring and reform must be an ongoing process. He was committed to continuing his efforts throughout his term of office. The journey had been well launched and he pledged that he would do his utmost to give a new dimension to the Organization and a new reality to the spirit of its Charter.

The meeting was suspended at 12.10 p.m. and resumed at 12.25 p.m.

AGENDA ITEM 17: APPOINTMENTS TO FILL VACANCIES IN SUBSIDIARY ORGANS AND OTHER APPOINTMENTS (continued)

(b) APPOINTMENT OF MEMBERS OF THE COMMITTEE ON CONTRIBUTIONS (A/47/102; A/C.5/47/31)

67. The CHAIRMAN, drawing the attention of the Committee to rules 158 and 159 of the rules of procedure of the General Assembly, said that the General Assembly was required to appoint six persons to fill vacancies that would arise in the membership of the Committee on Contributions on 31 December 1992. According to the note by the Secretary-General (A/C.5/47/31), seven persons had been nominated by their respective Governments for appointment or reappointment. As the number of candidates from the Group of African States and the Group of Western European and Other

(The Chairman)

States corresponded to the number of vacancies for those Groups, he would take it that the Committee wished to recommend the appointment of Mr. Tarak Ben Hamida (Tunisia), Mr. Peter Gregg (Australia), Mr. Mohamed Mahmoud Ould El Ghaouth (Mauritania) and Mr. Dimitri Rallis (Greece) to the Committee on Contributions for a three year term, beginning on 1 January 1993.

68. It was so decided.

69. The CHAIRMAN said that there were three candidates for the two vacancies for the Latin American and Caribbean Group of States. The Committee would therefore hold a secret ballot.

70. At the invitation of the Chairman, Mr. Penev (Bulgaria), Mr. Elzimaity (Egypt) and Mr. Jadmani (Pakistan) acted as tellers.

71. A vote was taken by secret ballot.

Number of ballot papers:	159
Number of invalid ballots:	1
Number of valid ballots:	158
Abstentions:	0
Number of members voting:	158
Required majority:	80
Number of votes obtained:	
Mrs. Goicochea Estenoz (Cuba)	113
Mr. Chaparro Ruíz (Chile)	106
Mr. Molteni (Argentina)	69

72. Mrs. Goicochea Estenoz (Cuba) and Mr. Chaparro Ruíz (Chile) having obtained the required majority, the Committee decided to recommend their appointment as members of the Committee on Contributions for a three-year term beginning on 1 January 1993.

(d) CONFIRMATION OF THE APPOINTMENT OF MEMBERS OF THE INVESTMENTS COMMITTEE (A/47/104; A/C.5/47/33)

73. The CHAIRMAN said that the General Assembly was required to confirm the appointment by the Secretary-General of three persons to fill vacancies that would arise in the Investments Committee on 31 December 1992. He would take

(The Chairman)

it that the Committee wished to recommend the confirmation of the reappointment to the Investments Committee of Mr. Yves Oltramare (Switzerland), Mr. Emmanuel Noi Omaboe (Ghana) and Mr. Jürgen Reimnitz (Germany) for a three-year term, beginning on 1 January 1993.

74. It was so decided.

The meeting rose at 1.20 p.m.